

Homeland Security Exercise and Evaluation Program (HSEEP) Training Course



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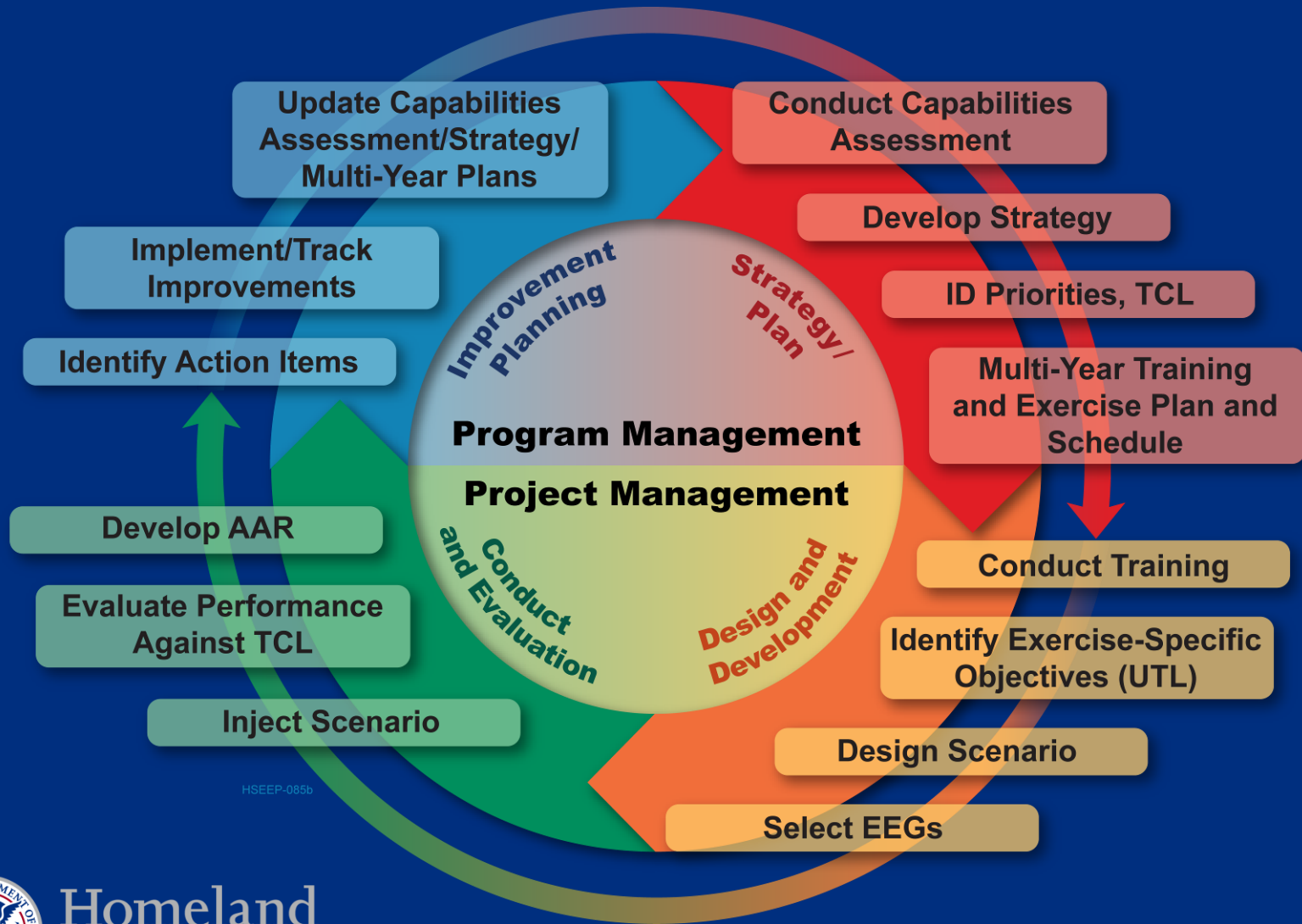
Module 3

HSEEP-032a



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HSEEP Cycle: Module 3



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In This Module...

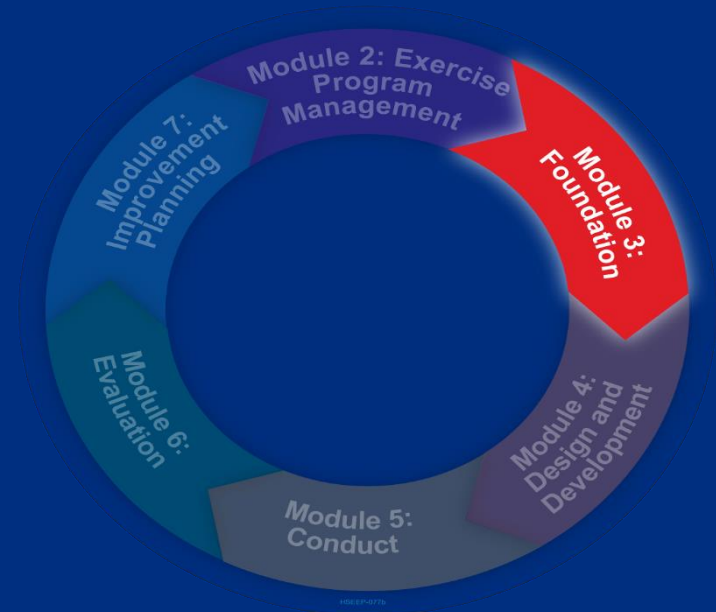
You will learn how to build a foundation for an HSEEP exercise, including organizing the Exercise Planning Team, scheduling planning conferences, and outlining a project management timeline



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Module 3: Foundation

- **Forming an Exercise Planning Team**
- **Exercise Planning Conferences**
- **Project Management**



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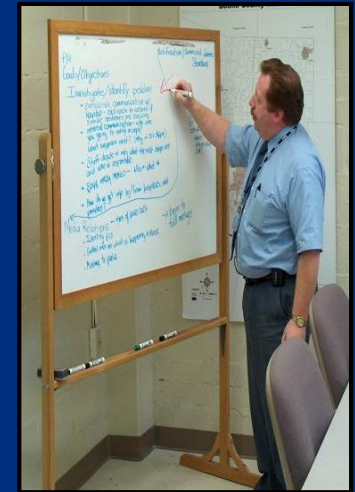
Enabling Objectives

- **Define Exercise Planning Team staffing and responsibilities**
- **Describe a planning conference**
- **List the planning conferences necessary to conduct a discussion and operation based exercise**
- **Program management**



What Is an Exercise Planning Team?

- **Designs, develops, conducts, and evaluates exercises**
- **Determines exercise objectives, creates scenarios, and develops documentation**
- **Develops and distributes pre-exercise materials**
- **Conducts exercise briefings and training sessions**



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Exercise Planning Team Structure

- **Uses the Incident Command System (ICS) structure, a modular and scalable tool for command, control, and coordination**
 - **Expands and contracts easily**
 - **Allows a clear chain of command**
 - **Uses a common organizational structure**



ICS Structure

- Command
- Planning
- Operations
- Logistics
- Finance/Administration Section
- Subject-Matter Experts



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Subject-Matter Experts

- **Add functional knowledge and expertise to the Exercise Planning Team**
- **Help make the scenario realistic and plausible**
- **Ensure jurisdictions have appropriate capabilities to respond**



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Exercise Planning Team Characteristics:

Successful Exercise Planning Teams

- Use ICS
- Employ project management principles
- Clearly define roles, responsibilities, and functional requirements
- Follow a standardized design/development process
- Call on the support of senior officials, community leaders, and the private sector



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Activity 5

Selecting an Exercise Planning Team

Objective

Assign Exercise Planning Team responsibilities based on the ICS.

Time

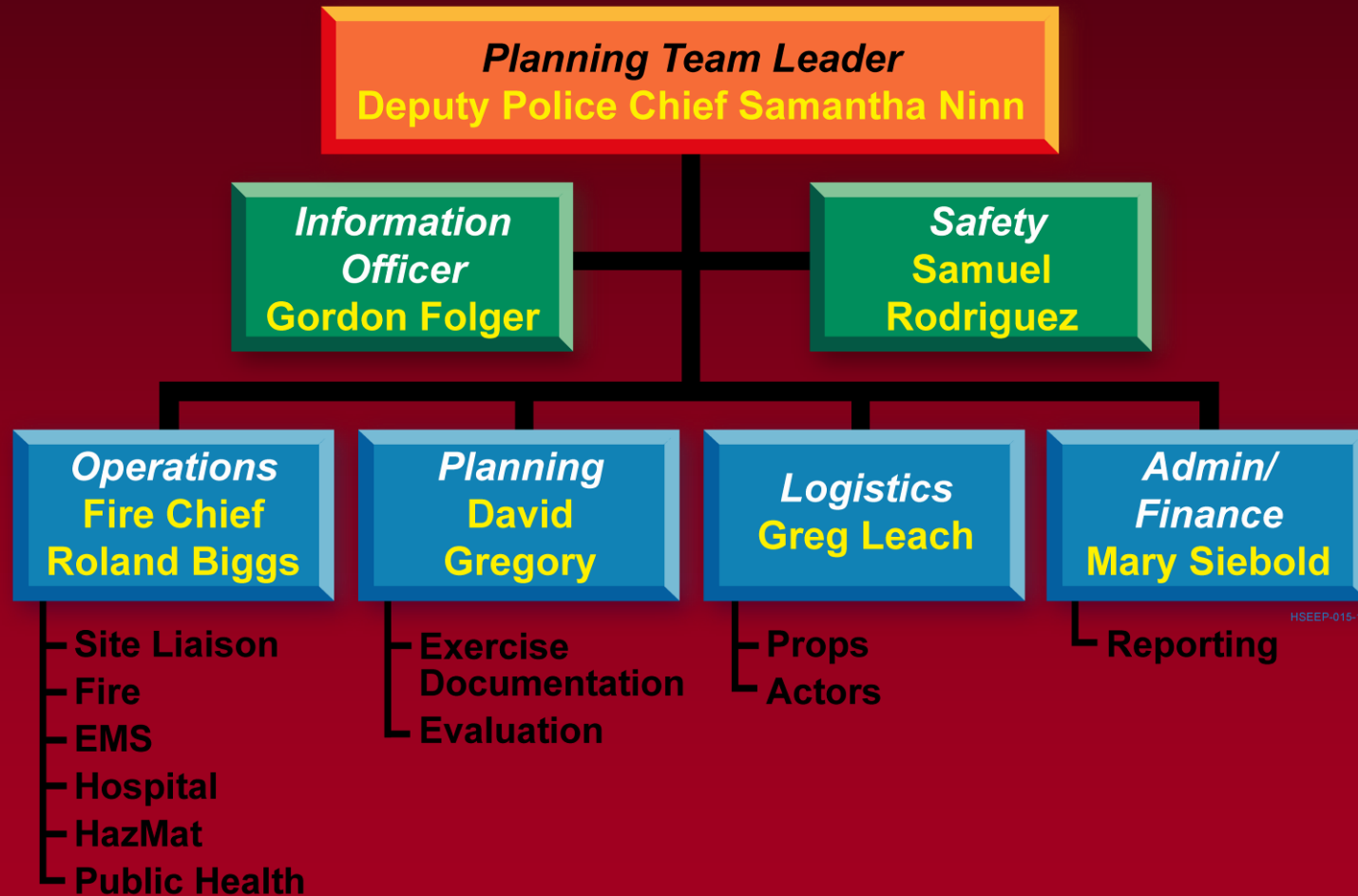
Activity: 20 minutes
Report Back:
10 minutes

Instructions

1. Review each of the short biographies behind Tab 5.
2. Decide, as a group, which community member best fits each role based on the responsibilities of that role and the expertise of the community member.
3. Complete the Exercise Planning Team Worksheet provided.



Americana Chemical FSE Exercise Planning Team



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What Is a Planning Conference?

- Meeting to discuss, review, or develop exercise content
- Forum for coordination and collaboration among participating agencies and officials



Exercise Planning Conferences

Can include:

- **Concept and Objectives (C&O) Meeting**
- **Initial Planning Conference (IPC)**
- **Midterm Planning Conference (MPC)**
- **Master Scenario Events List (MSEL) Conference**
- **Final Planning Conference (FPC)**



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Concept & Objectives (C&O) Meeting:

Primary focus

- Identify the type, scope, objectives, and purpose

Discussion points

- Exercise purpose
- Scenario, goals, and objectives
- Location, date, and duration
- Assumptions and artificialities
- Control and evaluation
- Security and logistics

Lessons Learned:

**The C&O
Meeting
can be
combined
with the
IPC.**



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Initial Planning Conference

- **Primary focus**
 - Lay the foundation for exercise development
- **Length**
 - 3-6 hours, depending on exercise scope
- **Location**
 - Determined by the Exercise Planning Team leader



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Initial Planning Conference

Discussion points

- Objectives and scenario variables
- Evaluation tools
- Local issues, concerns, and sensitivities

Outcomes:

- Clearly defined objectives, scenario, and location
- Assigned responsibility for exercise materials/logistics
- A planning schedule

Lessons Learned:

Providing read-ahead material such as an agenda, background information, and purpose allows conferences to be more productive.



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Midterm Planning Conference

Primary focus

- Additional opportunity to discuss logistical and organizational issues

Length

- 3-6 hours, depending on exercise scope

Location

- Determined by Exercise Planning Team leader

Lessons Learned:

Frequent and productive coordination within the Exercise Planning Team in the time between planning conferences is critical to project management.



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Midterm Planning Conference

Discussion points

- **Scenario and timeline development**
- **Scheduling**
- **Logistics/administrative tasks**
- **Reviewing draft documentation**

Tools

- **Agenda**
- **Minutes from previous planning conferences**
- **Draft scenario timeline**



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Midterm Planning Conference

Expected outcomes:

- Agreement on final Exercise Plan (EXPLAN) details
- Review of scenario timeline
- Review of documentation
- Development of scenario injects
- Agreement on exercise site
- Finalization of date, time, and location of the FPC



Master Scenario Events List Conference

Primary focus

- A forum for reviewing the scenario timeline

Location

- Can be held in conjunction with the MPC

Discussion points

- Review event flow and content
- Exercise timeline

Lessons Learned:

A MSEL Conference can be held in conjunction with the MPC to minimize travel and meeting time.



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Final Planning Conference:

Primary focus

- Forum for reviewing exercise processes and procedures

Length

- 4-6 hours

Location

- Close proximity to the exercise venue

Discussion points

- Resolve remaining exercise planning issues
- Review exercise logistical tasks
- Review and approve documents and briefings



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Final Planning Conference:

Outcomes

- **Final approval of exercise processes and procedures**
- **Approval of documents and materials for production**
- **Identification and resolution of last-minute issues**
- **Confirmation of logistical elements**

Follow-up

- **Prepare and distribute FPC minutes**
- **Produce exercises materials**
- **Practice and prepare for exercise conduct**



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Exercise Planning Conferences

		Operations-Based	Discussion-Based
Time ↓	C&O Meeting	✓	
	IPC	✓	✓
	MPC	✓	
	MSEL Conference	✓	
	FPC	✓	✓

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Conference Timelines

Exercise Planning Conferences	Exercise Type	Timing Prior to Exercise
C&O Meeting	Large-scale, high-profile, or series of exercises	Prior to, or concurrently with, IPC
IPC	All	Discussion-based: 3 months Operations-based: 6 months
MPC	Operations-based	3 months
FPC	All	Discussion- and operations-based: 6 weeks



Project Management Principles

Manage HSEEP exercises by:

- Establishing a project timelines
- Assigning responsibilities
- Managing exercise budget
- Maintaining document control



Project Timeline

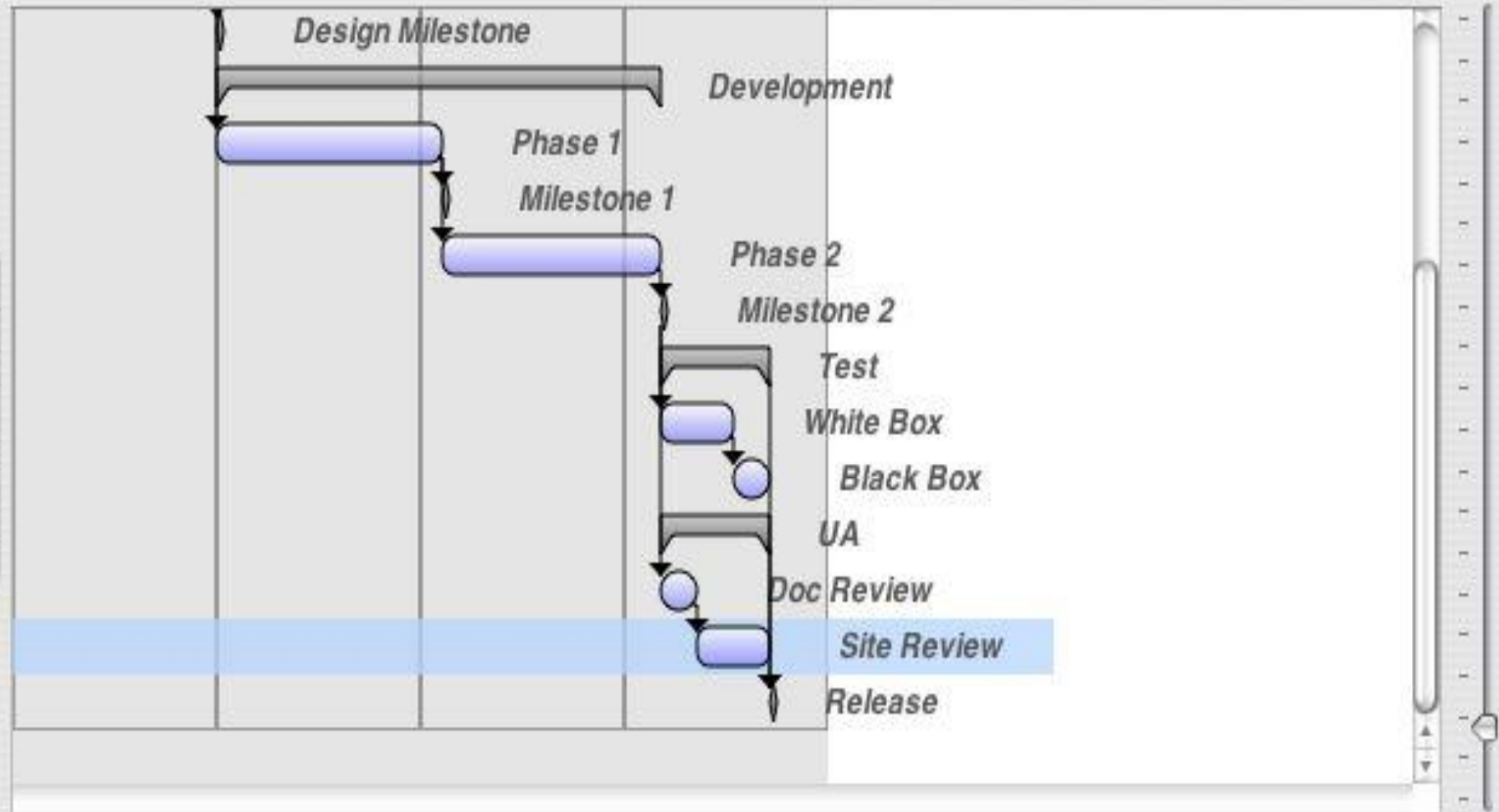
Build your exercise timeline by identifying:

- **Milestones**
- **Project duration**



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Gantt Charts



Assigning Responsibilities

Manage your team by:

- **Clearly defining areas of responsibility**
- **Tasking members appropriate to their skill set or subject-matter expertise**
- **Conducting meetings and tracking the project's progression and timeline**



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Budget Management

Must consider program/project budget constraints related to:

- Labor costs
- Travel costs
- Other Direct Costs (ODCs)



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Document Control

Maintaining quality assurance and document control entails:

- **Editing and peer review of documents**
- **Limiting access to documents**
- **Version control**



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Project Management Tips

- **Understand the history of the exercise program**
- **Develop and maintain situational awareness of political/departmental sensitivities**
- **Recognize how changes to the team structure will affect the project timeline**
- **Recognize personality clashes and mitigate them**



Activity 6

Exercise Conference Planning

Objective

Become familiar with an IPC by completing an IPC Worksheet.

Time

Activity: 20 minutes
Report Back:
10 minutes

Instructions

1. Fill out the worksheet behind Tab 6.
2. Assign responsibilities to members of your Exercise Planning Team, assembled in Activity 5.
3. Select one person to represent the group in the report-back session.



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Module 3 Review

- In this lesson, we have discussed:
 - ✓ The characteristics of successful Exercise Planning Teams
 - ✓ How to assign Exercise Planning Team roles based on the ICS structure
 - ✓ The definition of a planning conference
 - ✓ The characteristics of each planning conference
 - ✓ The planning conferences required for discussion- and operations- based exercises
 - ✓ Project management principles



End of Module 3

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Module 3 Review

Module 2: Exercise Program Management

- Module 3 has outlined how to form a strong foundation for exercise design and development
 - Exercise Planning Team selection and structure
 - Establishing an effective exercise planning schedule using all necessary conferences
- In Module 4, you will incorporate these lessons to design and develop a successful exercise

Module 4: Design and Development



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